

A DIVISION OF AMERICAN MANAGEMENT ASSOCIATIONS



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May 16, 1979

Dr. Joshua Lederberg
President
The Rockefeller University
1230 York Avenue
New York, New York 10021

Dear Dr. Lederberg:

First let me thank you for an enjoyable and informative evening at The Rockefeller University on Monday, May 7. I was impressed with both the content and style of the program you arranged. Not the least of my pleasures was the opportunity to renew an old friendship with Sydney Wood-Cahusac; I hadn't seen him in many, many years.

Next let me tell you how delighted I am that you have agreed to engage in a Conversation for publication in our quarterly journal Organizational Dynamics. I think our readers, a substantial number of whom are top executives of large U.S. companies, will be fascinated by the special management problems you face in presiding over the distinguished staff that is The University. As you suggested in our brief conversation, a span of control involving 75 outstanding scientists presents intriguing opportunities and demands.

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The procedures for our talk--I will be meeting with you--are relatively simple. I would like to see you, preferably in your office, in the late afternoon or early evening on a day some time between the middle and the end of June for an hour and a half to two hours. So I may prepare for that meeting, I would like to review whatever material you have that describes the organization and management system in use in The University; any papers, speeches, or previous interviews you have given that touch on your own management attitudes and style; and documents that relate to emerging problems for The University, as you see them. (I will do my homework so the time we spend together can be as productive

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as possible.) Our conversation will be taped. Working from a transcript of the tape, I will prepare a draft of the Conversation in a form similar to our Conversation with Patrick Haggerty, a gentleman you know, which appeared in the enclosed Spring 1978 issue of Organizational Dynamics. This draft will be returned to you for review so you can be assured we have captured your thinking accurately. Thereafter the process for publication is relatively routine.

We will use photographs of you in the published presentation. These can either be glossy prints taken from your Public Relations Department's files or a series of photos taken at the time of the interview. Please let me know your pleasure in this regard.

You indicated when we talked that you are acquainted with Organizational Dynamics. I don't know if you have seen many copies, but if you have, you will have noticed that in the recent past we have conducted conversations with such gentlemen as Sir Adrian Cadbury, Fletcher Byrom, Kenneth Boulding, Elliott Jaques, Daniel Bell, Chris Argyris, B. F. Skinner, and Edward Carlson. Over the years we have tried to have a reasonable mix of outstanding business leaders. I am particularly interested in adding your name to this list because you face the unique task of managing a community of independent intellects engaged in highly creative tasks.

Please let me know as soon as possible one or two days in June that will be convenient for you. And please also have someone send me within the next week or so any material you think I should read before our meeting. If you have questions on any aspect of our arrangements, please call me so we can discuss them.

Cordially,



Ernest C. Miller
President

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